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BOOK REVIEWS AND NOTICES

Fatigue and Efficiency: A Study in Industry. By JOSEPHINE GOLDMARK. New York: Charities Publication Committee, 1912. 8vo, in two parts, pp. xvii+302 and 591. \$3.50.

In the language of the author, "the aim of this book is to present, as a new basis for labor legislation, the results of the modern study of fatigue. It seeks to show what fatigue is, its nature and effects, and to explain the phenomena of overwork in working people. It draws upon the scientific study of fatigue—one of the most modern inquiries of physiological, chemical, and psychological science—for aid in the practical problem of reducing the long working-day in industry." It is written with special reference to the hours of labor of women.

The task undertaken is an important one and of all our investigators Miss Goldmark is the best equipped for performing it. For several years she has been connected with the National Consumers' League as chairman of the Committee on the Defense of Labor Laws. Moreover, she assisted Mr. Brandeis in preparing a number of briefs in defense of eight- and ten-hour laws—briefs which have brought into effective use a new method of defending legislation of this kind. *Fatigue and Efficiency* must be accorded a very prominent place among the many good books recently published in the field of social economics.

Students of labor legislation will be glad to find in Part II, with some 591 pages, the data employed in four of the briefs to which reference has been made: in *Muller v. Oregon*, 208 U.S. 412; *Ritchie v. Wayman*, 244 Ill. 509; *Hawley, ex parte*, in the Supreme Court of Ohio, December, 1911; *People v. Eldering*, in the Supreme Court of the State of Illinois, February Term, 1912. These data, drawn widely from the "world's experience upon which legislation limiting the hours of labor of women is based," are carefully arranged by subjects and are accompanied by a special index. Not only are the data valuable; the references will be of great bibliographical assistance to the student of any subject falling within the scope of this book.

Part I of the volume presents in a well-ordered and entertaining way not only the case for the regulation of the hours of labor in the interest of the worker and of the race, and the necessity for the prohibition of night work by women, but also the conditions of successful administration, chief among them being a rigid law without which little can

be accomplished. An excellent chapter on the nature of fatigue is followed by one on the new strain in industry which is by all odds the best discussion of the matter with which the reviewer is familiar. In it the author discusses the strain incident to speed and complexity, monotony, noise, piecework, overtime, and other things so conspicuously found in American industry. The discussion is made effective by the introduction of much concrete material. It may be added, also, that the chapter contains a brief but very good statement of the relation between fatigue and industrial accidents. Physical overstrain is then connected with infant mortality, a low birth-rate, race degeneration, the increase of nervous disorders, and predisposition to disease. In another chapter (vi), dealing with fatigue and overtime, the author shows that to a very large extent overtime can be avoided by an adaptation of methods to human needs through the lengthening of the season of employment, and by bringing about a change in the habits of purchasers and patrons. The conclusion is properly reached that most of the overtime work is not necessary and should be forbidden. In chap. viii Miss Goldmark discusses the conditions requisite for a successful enforcement of regulation of the hours of labor. Here the point is established that the laws must be rigid. If they are elastic, the problem of inspection and enforcement cannot be efficiently met. This particular chapter should be read by every legislator, for it presents an important truth of which most of our lawmakers have remained ignorant. Chap. x is devoted to a discussion of the "prime necessity" of prohibiting night work by women, not only to prevent overtime and undue fatigue, to avoid moral danger, and to secure sufficient rest for the worker, but also in order to obviate extreme neglect of members of families so frequently dependent upon the woman worker as a homemaker.

Three chapters have thus far been passed over in this noting of contents. In chap. v, which deals with the economic aspects of regulation and the relation of fatigue and output, the effective argument that by short hours the output will be diminished, profits will be reduced, and wages and the standard of living will be undermined, is rebutted by the argument that a reduction of hours to eight per day (the standard in view) will in the long run not reduce but will sometimes increase output. Chap. vii is devoted to "the new science of management," which in so far as it relates to the speed of the laborer, rest, etc., is to be based upon the scientific law Miss Goldmark would use as a buttress for statutes regulating the hours of work. From this principle, namely,

that rest and repair must balance effort and fatigue, she expects such great gains in production that improved conditions of work, still shorter hours, and better wages will be made possible. The remaining chapter (ix) is devoted to a discussion of leading labor cases relating to the regulation of hours.

This account does little more than indicate in a general way what may be found in this volume. The book is of such a character and so good that the reviewer need do no more; the reader of the review should read the book itself. The only points at which the reviewer does not share the views of the author concern the effect of the short work-day on output and the great gains to be obtained from so-called scientific management. The day which will bring the best output per worker in the long run will vary considerably with the character of the work and the employees. At any rate, it is not safe to draw a general conclusion from such few good data as we have bearing upon the relation between hours and output. In the opinion of the reviewer, the gains from scientific management have been derived to a considerable extent from undue speed and by rejecting a large number of employees as unfit and taking from the general labor supply others who would (for a time at least) meet the high standards of speed and accuracy set. As the system comes to be more generally applied, however, the possibilities of selection and rejection will be reduced and the gains, in so far as they turn upon the management of labor, will be less great than have been witnessed in some of the special cases brought to our attention. In other respects the author's position regarding the merits and defects of scientific management is well taken.

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Der Kampf zwischen Kapital und Arbeit: Versuch einer systematischen Darstellung mit besonderer Berücksichtigung der gegenwärtigen deutschen Verhältnisse. By ADOLF WEBER. Tübingen: J. C. B. Mohr, 1912. 8vo, pp. 578. M. 14.

This work is the first comprehensive scientific treatise on the labor question written by a scholar outside the ranks of the "Professorial Socialists," or "Socialists of the Chair" as the Germans call them, and has therefore been received with keen interest, especially as its author in a pamphlet but recently published had made the severest attacks upon the unscientific attitude and the one-sidedness of this school of thinkers concerning the methodological foundation of our science, and